

President's Office Time Stamp / Timbre dateur du bureau du président



Canada Border
Services Agency Agence des services
frontaliers du Canada

CANADA BORDER
SERVICES AGENCY
PRESIDENT'S OFFICE

PROTECTED A / PROTÉGÉ A

2016 MAY 3 11 43

AGENCE DES SERVICES
FRONTALIERS
DU CANADA
BUREAU DU PRÉSIDENT

CBSA/ASFC-16-02008

ROUTING SLIP / BORDEREAU D'ACHEMINEMENT

ACTION REQUIRED/ MESURE REQUISE			
Name and Telephone Number / Nom et numéro de téléphone	Initials and date / Initiales et date	Action	Information
President / Présidente Linda Lizotte-MacPherson	<i>LM</i> MAY 04 2016	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Executive Vice-President / Première vice-présidente Nada Semaan		<input type="checkbox"/>	<input checked="" type="checkbox"/>
Vice-President / Vice-président Martin Bolduc	<i>MB</i> MAY 03 2016	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Associate Vice-President / Vice-président délégué Peter Hill		<input type="checkbox"/>	<input checked="" type="checkbox"/>
Director General / Directeur général Brent McRoberts	<i>BM</i> MAY 02 2016		

Subject / Objet : Briefing Note – Properly Documented Complaint of Certain Gypsum Board
Action / Mesure : For approval and signature / Pour approbation et signature
BF / AR : 2016-05-09

Please find enclosed, for your approval and signature, a Briefing Note informing the Minister of a properly documented complaint on the alleged dumping of certain gypsum board originating in or exported from the United States, imported into Canada for use or consumption in the provinces of British Columbia, Alberta, Saskatchewan, and Manitoba, as well as the Yukon and Northwest Territories.

Properly Documented Complaint Decision Date: May 9, 2016.

Should you have any questions, please do not hesitate to contact me.

Thank you.

CBSA VP/AVP Programs Branch
RECEIVED / RECU
MAY 02 2016 1:42
ASFC VP/VPD - Direction générale des Programmes

MAY 04 2016



Canada Border Services Agency
Agence des services frontaliers du Canada

PROTECTED A

For information

PROPERLY DOCUMENTED COMPLAINT WITH RESPECT TO THE ALLEGED DUMPING OF CERTAIN GYPSUM BOARD

For the Minister

PURPOSE

To inform you of the receipt of a properly documented complaint from a producer in Canada regarding the alleged injurious dumping of certain gypsum board originating in or exported from the United States (US), which was imported into Canada for use or consumption in the provinces of British Columbia, Alberta, Saskatchewan, and Manitoba, as well as the Yukon and the Northwest Territories (collectively "Western Canada").

ISSUE

On May 9, 2016, the Canada Border Services Agency (CBSA) will inform the complainant and the US Embassy that a properly documented complaint has been received concerning the alleged injurious dumping of the above-mentioned goods.

BACKGROUND

Canadian industry has the legislated right to be protected from unfairly priced imports, including goods that have been dumped. Dumping occurs when goods are sold to importers in Canada at prices that are less than their selling prices in the exporter's domestic market or at unprofitable prices.

On April 18, 2016, the CBSA received a written complaint from CertainTeed Gypsum Canada Inc. (Mississauga, Ontario) respecting the alleged injurious dumping of certain gypsum board originating in or exported from the US and imported into Canada for use or consumption in Western Canada.

The market size in Western Canada for gypsum board has been estimated at \$173 million annually.

While cases against the US have not been frequent in the last 10 years, the US is well accustomed to trade measures investigations, and the CBSA expects strong participation in the process by all parties involved. The last trade measure investigation initiated by the CBSA against the US was in 2010. In accordance with the *Special Import Measures Act* (SIMA), the

CBSA has up to 21 days after receipt of the complaint to determine whether it is properly documented.

STATUS

The CBSA must decide on or before June 8, 2016, whether to initiate an investigation into this matter. In accordance with SIMA, a preliminary determination is usually rendered within 90 days of the initiation of such an investigation.

COMMUNICATIONS CONSIDERATIONS

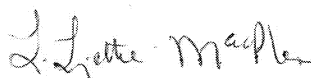
Although the government of the exporting country must be notified when a complaint is deemed to be properly documented, the filing of a complaint is not publicized by the CBSA unless an investigation is initiated. This prevents unnecessary disruptions in the marketplace.

On May 9, 2016, the complainant and the Government of the US will be informed in writing that the complaint has been received and that it is properly documented.

NEXT STEPS

If an investigation is initiated, the CBSA will issue a public notification, including a press release, and forward questionnaires to all known importers and exporters to determine whether the goods are being dumped.

Please note that I am available to discuss, or have CBSA officials brief your staff, at your convenience.

 **MAY 04 2016**

Linda Lizotte-MacPherson
President

c.c.: Mr. Malcolm Brown, Deputy Minister
Public Safety Canada



Canada Border
Services Agency

Agence des services
frontaliers du Canada

Border Services



Services frontaliers

ANTICIPATORY MEDIA LINES – EVALUATION OF NATIONAL TARGETING (AIR, MARINE)

Date: May 17, 2016

For use by CBSA spokespersons only

Issue

An internal evaluation of the CBSA's National Targeting Program will be posted at the end of May 2016. Anticipatory media lines have been prepared to respond to general enquiries on the evaluation and/or the National Targeting Program.

This evaluation differs from the December 2015 [Audit of the Targeting Program](#) (re: management controls) in that it assesses the overall success of the centralized business model adopted by the program in 2012. This evaluation especially focuses on the air and marine modes.

Results:

Generally, the evaluation shows that:

- Targeting remains a valid and important part of border security, aligning with government priorities and commitments such as the Beyond the Border Action Plan. It still plays a vital part in the Agency's determination of high-risk goods and travellers.
- The objectives set out for centralization of the Targeting Program and forming the National Targeting Centre in 2012 were met and led to approximately a \$0.5 million in operational cost-savings.

To assist in moving the Targeting Program forward, the evaluation made recommendations:

- The program would benefit from having a formal *Targeting Program Logic Model*, a *Performance Management Strategy Framework* and relevant program performance indicators.
- Communication mechanisms should be improved to ensure regional feedback and intelligence information is considered in the development and issuance of targets and to support continuous improvement.
- The Agency should re-assess its need for Regional Program Officers (Targeting), and clarify their related roles, responsibilities and governance structure.

Response:

Management agreed with the results, and is actively working towards incorporating the evaluation's recommendations by the end of fall 2016.

PROTECTION • SERVICE • INTEGRITY

Canada



MEDIA LINES

- The Targeting Program supports the CBSA's mandate by performing pre-arrival risk assessments of traveller, cargo, and conveyance information with the goal of facilitating movement of low-risk cargo and people and identifying those which may pose a threat to security and safety of Canada. *[Previously approved in March 2016]*
- The CBSA has been continually improving its Targeting Program since 2012 and maintains this commitment going forward. The evaluation's recommendations and resulting improvements will help to strengthen the Agency's efforts in this regard. *[Previously approved in March 2016]*
- Targeting is a complex process that converts intelligence into operational action. It is continuously evolving to optimize threat identification.
- The CBSA agrees with the evaluation and is actively working to address the recommendations by taking the following steps:
 - Finalizing and approving the Targeting Vision Document, Targeting Program Logic Model and the Performance Measurement Strategy Framework.
 - Improving communication between the region and headquarters to ensure that timely, accurate, and complete information is shared to ensure effective program delivery and management decision making.
 - Re-assessing the need for, the roles and responsibilities of, and the governance structure related to, Regional Program Officers.

Prepared by:	In consultation with:	Approved by:
Melanie Reasbeck Communications Advisor Ops and ISTB Communications	Scott MacIntosh A/Manager, Ops and ISTB Communications Corporate Affairs Branch	Joanne John Director General Communications Paul Porrior Director General National Border Operations Centre Carl Desmarais, A/Executive Director, Enforcement and Intelligence Programs



INFOCAPSULES ANTICIPÉES – ÉVALUATION DU PROGRAMME NATIONAL DE CIBLAGE (MODES AÉRIEN ET MARITIME)

Date : Le 17 mai 2016

À l'usage exclusif des porte-parole de l'ASFC

Objet

Une évaluation interne du Programme national de ciblage de l'ASFC sera diffusée à la fin mai 2016. Des infocapsules anticipées ont été rédigées pour répondre aux questions de nature générale sur l'évaluation ou le Programme national de ciblage.

L'évaluation diffère de l'Audit du ciblage national réalisé en décembre 2015 (au sujet de la gestion et des contrôles), parce qu'elle mesure le succès global du modèle centralisé adopté par le programme en 2012. La présente évaluation met l'accent sur les modes aérien et maritime.

Résultats :

En général, l'évaluation montre ce qui suit :

- Le ciblage demeure une facette valide et importante de la sécurité frontalière, et correspond aux priorités et aux engagements du gouvernement, comme le Plan d'action Par-delà la frontière. Le ciblage continue de jouer un rôle essentiel dans la détermination par l'Agence des personnes et des marchandises à risque élevé.
- Les objectifs de la centralisation du Programme de ciblage et de la formation du Centre national de ciblage en 2012 ont été atteints et se sont traduits par des économies d'environ 0,5 millions de dollars en coûts opérationnels.

Pour appuyer les progrès continus du Programme de ciblage, l'évaluation a formulé les recommandations suivantes :

- Le programme bénéficierait de l'établissement d'un modèle logique, d'un cadre de stratégie de mesure du rendement et de mesures clés pour évaluer le rendement.
- Les mécanismes de communication devraient être renforcés de sorte que la rétroaction et le renseignement des régions soient pris en considération dans le cadre de l'élaboration et de la diffusion des cibles afin de soutenir une amélioration continue.
- L'Agence devrait réexaminer la pertinence des agents de programme régionaux (ciblage), leurs rôles et responsabilités et la structure de gouvernance connexe.

Réponse :

La direction accepte les résultats de l'évaluation et travaille à en intégrer les recommandations d'ici l'automne 2016.

INFOCAPSULES

- Le programme de ciblage appuie le mandat de l'ASFC en procédant à des évaluations des risques avant l'arrivée des voyageurs, du fret et des moyens de transport afin de faciliter le mouvement des personnes et des marchandises à faible risque et de déceler celles qui représentent une menace pour la sécurité du Canada. *[approuvé en mars 2016]*
- L'ASFC travaille à améliorer son Programme de ciblage depuis 2012 et continuera à le faire dans l'avenir. Les recommandations formulées dans l'évaluation et les améliorations qui en découleront appuieront les efforts de l'Agence à cet égard. *[approuvé en mars 2016]*
- Le ciblage est un processus complexe qui vise à convertir le renseignement en des mesures opérationnelles. Le ciblage évolue sans cesse pour maximiser la détection des menaces.
- L'ASFC est d'accord avec l'évaluation et travaille à répondre aux recommandations formulées en prenant les mesures suivantes :
 - Parachever et approuver le document sur la vision du ciblage, le modèle logique et le cadre de stratégie de mesure du rendement du Programme de ciblage.
 - Améliorer la communication entre les régions et l'Administration centrale pour veiller à ce que des renseignements opportuns, exacts et complets soient communiqués aux fins de l'exécution efficace des programmes et de la prise de décisions par la direction.
 - Réexaminer la pertinence des agents de programme régionaux (ciblage), leurs rôles et responsabilités et la structure de gouvernance connexe.

Préparé par :	En consultation avec :	Approuvé par :
Melanie Reasbeck Conseillère en communications Communications des Opérations et de la DGIST	Scott MacIntosh Gestionnaire p.i., Communications des Opérations et de la DGIST Direction générale des services intégrés	Joanne John Directrice générale des Communications Paul Porrior Directeur général Centre national des opérations frontalières Carl Desmarais, Directeur exécutif p. i. Programme de l'exécution de la loi et du renseignement



Canada Border
Services Agency

Agence des services
frontaliers du Canada

Border Services



Services frontaliers

ANTICIPATORY MEDIA LINES – EVALUATION OF NATIONAL TARGETING (AIR, MARINE)

Date: April 28, 2016

For use by CBSA spokespersons only

Issue

An internal evaluation of the CBSA's National Targeting Program will be posted at the end of May 2016. Anticipatory media lines have been prepared to respond to general enquiries on the evaluation and/or the National Targeting Program.

This evaluation differs from the December 2015 Audit of the Targeting Program (re: management controls) in that it assesses the overall success of the centralized business model adopted by the program in 2012. This evaluation especially focuses on the air and marine modes.

Results:

Generally, the evaluation shows that:

- Targeting remains a valid and important part of border security, aligning with government priorities and commitments such as the Beyond the Border Action Plan. It still plays a vital part in the Agency's determination of high-risk goods and travellers.
- The objectives set out for centralization of the Targeting Program and forming the National Targeting Centre in 2012 were met and led to approximately a \$0.5 million in operational cost-savings.

To assist in moving the Targeting Program forward, the evaluation made recommendations:

- The program would benefit from having a formal *Targeting Program Logic Model*, a *Performance Management Strategy Framework* and relevant program performance indicators.
- Communication mechanisms should be improved to ensure regional feedback and intelligence information is considered in the development and issuance of targets and to support continuous improvement.
- The Agency should re-assess its need for Regional Program Officers (Targeting), and clarify their related roles, responsibilities and governance structure.

Response:

Management agreed with the results, and is actively working towards incorporating the evaluation's recommendations by the end of fall 2016.

PROTECTION • SERVICE • INTEGRITY

Canada



MEDIA LINES

- The Targeting Program supports the CBSA's mandate by performing pre-arrival risk assessments of traveller, cargo, and conveyance information with the goal of facilitating movement of low-risk cargo and people and identifying those which may pose a threat to security and safety of Canada. *[Previously approved in March 2016]*
- The CBSA has been continually improving its Targeting Program since 2012 and maintains this commitment going forward. The evaluation's recommendations and resulting improvements will help to strengthen the Agency's efforts in this regard. *[Previously approved in March 2016]*
- Targeting is a complex process that converts intelligence into operational action. It is continuously evolving to optimize threat identification.
- The CBSA agrees with the evaluation and is actively working to address the recommendations by taking the following steps:
 - Finalizing and approving the Targeting Vision Document, Targeting Program Logic Model and the Performance Measurement Strategy Framework.
 - Improving communication between the region and headquarters to ensure that timely, accurate, and complete information is shared to ensure effective program delivery and management decision making.
 - Re-assessing the need for, the roles and responsibilities of, and the governance structure related to, Regional Program Officers.

If pressed on the April 2016 timeframe given in the Management Action Plan:

- Significant progress has been made on the Management Action Plan, but there is still work to be done.
- The CBSA's effort to conduct pre-arrival targeting involves the collaboration and partnership of many internal stakeholder groups across the Agency. The Agency is taking time to ensure this collaboration is effective and leads to the best possible outcomes.

Prepared by:	In consultation with:	Approved by:
Melanie Reasbeck Communications Advisor Ops and ISTB Communications	Scott MacIntosh A/Manager, Ops and ISTB Communications Corporate Affairs Branch	Joanne John Director General Communications Paul Porrior Director General National Border Operations Centre Carl Desmarais, A/Executive Director, Enforcement and Intelligence Programs



Canada Border Services Agency
Agence des services frontaliers du Canada

CANADA BORDER
President's Office / Bureau du président
SERVICES / SERVICES
PRESIDENT'S OFFICE

2016 MAY 10 09 14

PROTECTED B / PROTÉGÉ B

AGENCE DES SERVICES
FRONTALIERS
CBSA/ASFC-16-02098

ROUTING SLIP/BORDEREAU D'ACHEMINEMENT
DU CANADA
BUREAU DU PRÉSIDENT

ACTION REQUIRED/ MESURE REQUISE			
Name and Telephone Number/ Nom et numéro de téléphone	Initials and date/ Initiales et date	Action	Information
Minister/Ministre The Honourable Ralph Goodale L'honorable Ralph Goodale		<input type="checkbox"/>	<input checked="" type="checkbox"/>
President/Présidente Linda Lizotte-MacPherson	<i>LLM</i> / MAY 10 2016	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Executive Vice-President/ Premier vice-président Nada Semaan			<input checked="" type="checkbox"/>
Vice-President/Vice-présidente Caroline Weber	<i>CW</i> 9 May 16		<input checked="" type="checkbox"/>
Director General / Directrice générale Dena Palamedes Tel./Tél. : 613-941-7216	<i>D.C. Palamedes</i> 5 May 16	n 5 MAI 2016 @3:35 MAY 09 2016 @2:15	
Director/Directeur Alex Li Tel./Tél. : 613-954-7280	<i>AL</i> for		

Subject/Objet : Minister's Office Briefing Package for the Targeting Evaluation Report
Action/Mesure : For the Minister's Information / Pour l'information du Ministre
BF/AR : 2016-05-13

This is to request that the President approve the Minister's Office Briefing Package for the Evaluation of the CBSA Targeting Program report in order to post this report on or before May 17, 2016. This report was presented at the Executive Evaluation Committee meeting on September 15, 2015. The final report was approved by the President on January 18, 2016.

Please note, that there have been some reported delays in the implementation of the Management Action Plans. As such, we are also requesting the President, by initialing this routing slip, approve the new implementation dates proposed. The implementation dates for Recommendations 1 and 2 have been extended to June 2016 instead of April 2016. Recommendation 3 has been extended to July 2016 instead of April 2016. These extensions will allow the respective Branches to conduct the necessary consultations on their deliverables. The Vice-Presidents of Operations and Programs Branch have been consulted and concur with the proposed changes. The evaluation report has been amended to reflect the new implementation dates.

The briefing package was reviewed by Caroline Weber, VP Corporate Affairs Branch.

Please advise the Director General's Office of IAPED when the President has approved the briefing package so that the process for posting this report can be finalized.

Canada

CW: Media lines ("if passed") don't match report to be posted 9 May.

MAY 10 2016



Canada Border
Services Agency

Agence des services
frontaliers du Canada

PROTECTED B

For information

PUBLICATION OF THE TARGETING PROGRAM EVALUATION REPORT

For the Minister

PURPOSE

To inform you that the Targeting Program Evaluation Report is scheduled for posting on the external website of the Canada Border Services Agency (CBSA) on or before May 17, 2016. This evaluation was presented at the September 15, 2015 Executive Evaluation Committee meeting and subsequently approved by the President on January 18, 2016. Evaluation reports must be posted within 120 days of approval, as per the Treasury Board Policy on Program Evaluation.

ISSUE

The purpose of the evaluation was to determine the degree to which the Targeting Program activities align with the Government of Canada and CBSA priorities and the cost-efficiency of the Program. The evaluation also provided an analysis on the effectiveness and efficiency of the new centralized model vis-à-vis the previous regionally based delivery model.

BACKGROUND

The CBSA's Targeting Program identifies people and goods bound for Canada that may pose a threat to the security and safety of the country. The targeting process employs a complex risk-based approach using known threats and deductive reasoning. Known threats are identified when the target information matches with an enforcement database entry. People and goods that are identified as posing a threat to Canada are referred by targeting officers for verification and examination upon their arrival at a port of entry. Border services officers intercept and conduct examination of targets, and document and report results.

EVALUATION FINDINGS

The National Targeting Program contributes to CBSA's ability to identify suspected high-risk people, goods and conveyances prior to their arrival in Canada. Overall, the evaluation found that since the centralization of the targeting function, along with system improvements, CBSA

PROTECTED B

has improved its ability to issue targets when faced with fluctuating volumes in travelers and goods. In addition, the National Targeting Center continues to take on additional targeting activities within the same resourcing base. These are indications that the Targeting Program is delivered more cost-efficiently post-centralization.

The evaluation made three recommendations related to:

- Finalizing and approving the Targeting Program Logic Model, Performance Measurement Strategy Framework and program performance indicators to better inform program decision making.
- Improving communication mechanisms between regional staff and National Headquarters so that regional feedback and intelligence information is considered in the development and issuance of targets and to support continuous improvement.
- Re-assessing the need for the regional program officers (Targeting), as well as their roles and responsibilities and the governance structure related to the Program.

STATUS

The CBSA management concurs with the findings and recommendations and has developed management action plans (MAPs) to address identified program gaps. Management is committed to finalizing and approving the Targeting Vision Document, Targeting Program Logic Model and the Performance Measurement Strategy Framework. Management will also address the communications gap between the region and NHQ to ensure that timely, accurate, and complete information is shared for the purpose of effective program delivery and management decision making. In addition, they will re-assess the need for, the roles and responsibilities and the governance structure related to regional program officers (Targeting). Despite some delays, management is actively working towards the implementation of the MAPs.

COMMUNICATIONS CONSIDERATIONS

Public and media interest in this evaluation is expected to be moderate and a responsive approach is recommended. The CBSA has prepared the attached media lines for immediate use by spokespersons and will prepare a comprehensive package of Questions and Answers in advance of the posting of the report on the CBSA web site. All responses to media will be subject to approval according to established media relation protocols.

PROTECTED B

NEXT STEPS

The report was reviewed in accordance with the requirements of the *Access to Information Act*.

The report will be posted on the CBSA external website by May 17, 2016. The sections exempted from disclosure are highlighted in yellow in the attached report and will not be published on the CBSA's external website.

Please note that I am available to discuss, or have CBSA officials brief your staff, at your convenience.


MAY 10 2016

Linda Lizotte-MacPherson
President

ATTACHMENTS

1. **Evaluation of the CBSA Targeting Program Report – English**
Evaluation of the CBSA Targeting Program Report – French
2. **Media Lines: Evaluation of the CBSA Targeting Program – English**
Media Lines: Evaluation of the CBSA Targeting Program – French

c.c.: Mr. Malcolm Brown, DM,
Public Safety Canada